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4 October 1973

**MEMORANDUM FOR:** Director of Personnel

**SUBJECT :** IB Career Service Practices

**REFERENCE :** Your Memorandum of 24 September 1973,  
Subject: Review of the Career Service  
System

1. As an Office Director and as head of a career service, I am pleased with the opportunity to express myself on the subject matter under consideration by a Personnel Approaches Study Group. Your memorandum of 24 September 1973 indicates that the decision has been made to change the career service system, and that a study group under your chairmanship is charged with making specific recommendations to that end. I am hopeful that the changes you recommend will reflect understanding of the strengths as well as of the weaknesses of the various career services.

2. The IB Career Service is small and coherent. Considering the disadvantages of physical separation of the various divisions, there is a great deal of effective communication, both horizontally and vertically. With the abolishment of the NIS Program, the IB Career Service consists almost entirely of professionals from the disciplines of geography and graphic arts. They think of themselves as intelligence officers bringing their own specialized knowledge and know-how to focus on intelligence problems and activities.

3. Whatever changes your Personnel Approaches Study Group decides to recommend to the CIA Management Committee, I urge that they be so devised as to avoid:

a. undermining further the authority, credibility, and latitude for initiative of the line manager;

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b. interjecting additional organizational ritual and paper issuances into what should be first a professional and secondly a human relationship between supervisors and employees;

c. creating a career service of such size and diversity that it can be managed only on paper, or by computer;

d. building into the management situation the deadly rigidities of overstandardization and overcentralization.

4. The following comments are in direct response to your questionnaire.

**PERSONNEL APPROACHES STUDY GROUP  
CAREER SERVICE QUESTIONNAIRE**

1. Have you formalized the personnel management objectives of your Career Service?

If so, what are those objectives?

No. The objectives contained in relevant Agency and Directorate regulations and notices provide sufficient formalization. I do emphasize to line supervisors that they must carry out their training, career planning, performance counseling, and similar personnel management tasks in terms of the specific individuals and their circumstances on the one hand and Office needs and resources on the other.

The IB Career Service objectives are to produce outstanding intelligence products and support with maximum efficiency and timeliness while employing the minimum number of people, all of whom are experiencing a high level of professional satisfaction. We've not yet achieved those objectives.

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2. Do you render an Annual Report, as Head of your Career Service, to your Deputy Director? (Answer where appropriate)

If not, what system for reporting has been established?

No. A detailed assessment of Office progress or shortfalls in fulfilling yearly personnel management objectives is included in the OBGi input to the Annual Report of the DDI.

3. Briefly describe the organizational structure of your Career Service. Do you, for example, have panels which take cognizance over people on a grade basis, a functional basis, etc. ?

25X1 [redacted] the IB Career Service

[redacted]

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25X1 [redacted] Board meets at least once a month to consider, and act on, recommendations for promotion, major training proposals, and other personnel matters which in the view of the Head of the Career Service need to be decided by the Board. The Board also discusses personnel problems, procedures, and policies, both internal and those flowing from Directorate and Agency notices and regulations. The relatively small size and the stability of the IB Career Service has made it unnecessary -- and in my view undesirable -- to use panels which take cognizance over people on a grade or functional basis.

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5. Do you have published and disseminated criteria for employee training? Please submit copy of same.

The attached general training guide [Attachment A], periodically updated, is used by Division Chiefs to help them in meeting the special needs of units. Office policy to encourage -- and when feasible to support -- a maximum of relevant training is well known in OBGI; formal published criteria for employee training does not seem necessary nor can I discern any way in which it could be helpful.

6. Does your Career Service sponsor full-time (120 days or more in duration) external academic training? If so, please state number of cases and percentage against total Career Service strength in each of the last three fiscal years.

Yes.

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7. Does your Career Service circulate questionnaires to its members on any periodic basis asking them to record their desires on assignments, training, etc.? Please submit copy.

If not, please describe how employees make known their desires about career development, etc.

No. We acquire this information through direct employee-supervisor contact. As opportunities develop to rotate people elsewhere or to provide them with a broadening experience, or when such action is called for by special circumstances, the employee concerned is consulted by his supervisor. A reverse procedure is followed when an employee wishes to voice an idea or a need. This approach keeps plans realistic and helps to strengthen personalized relationships between supervisors and employees. We also have an open-door policy in the Administrative Staff and in the Director's office which encourages employees to voice their aspirations and problems at the top at any time. (See

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[Attachment D] ) requires that vacancy notices be circulated to all personnel. When circumstances seem to make it a useful exercise -- e.g., when major RIF's are not in progress and/or when I feel sufficiently informed as to Agency and Directorate plans -- I hold individual sessions and periodic coffee klatches in my office to enable all levels of people to inform me of, or get my views on, matters which they feel important to them collectively or individually. These meetings were a regular part of my office routine for over two years. They have been in abeyance for several months.

8. Does your Career Service actively seek opportunities to place its members on rotational assignments in
- a. Other components of your Directorate.
  - b. Other Directorates.

If so, please give examples.

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9. Does your Career Service, in addition to consultations conducted in conjunction with regular Fitness Reports, have regularly scheduled counseling sessions between a Career Service representative and its members?

No. However, the individual Career Service representatives frequently hold counseling sessions in the course of their normal supervisory duties.

10. Does your Career Service have published and disseminated promotion and separation standards and criteria?

If so, please submit copies.

The IB Career Service has published criteria for promotion of its personnel to Grades GS-04-06 (see [redacted])

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[Attachment E]). Office policy was formalized on this particular matter because of the relatively high rate of turnover we experienced at these grade levels. Guidance on promotion to all other grades, and on separation standards and criteria for all employees, is felt to be adequately covered in existing Agency regulations, standards, and procedures, as -- again -- applied to the individual case concerned.

11. What criteria and procedures have you established for internal and external rotational assignments (e.g., outside of your Career Service)?

I encourage, and at times direct, internal rotational assignments where positive career development for an individual as well as benefit to the Career Service may be anticipated. In most instances, these assignments are a means of handling a problem of underutilization or of staleness in a key employee. Internal rotation is also used as a means of trying someone out in a job offering greater promotion possibilities. At least once a year, when necessary oftener, I develop or update a list of priority personnel problem cases including optional

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possible remedial actions (see attached sample [Attachment F].) Proposals for rotational assignments of a more routine nature are usually made directly to me and are not considered by the full Career Board.

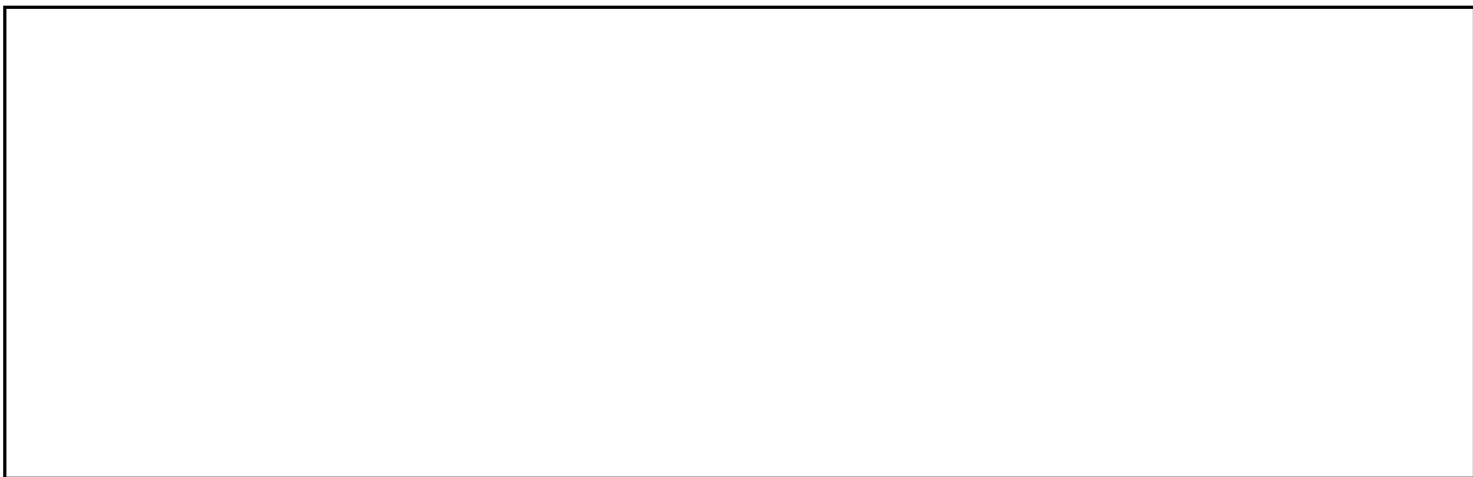
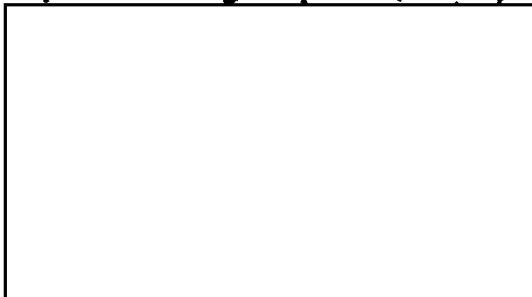
There are no published criteria or procedures covering the subject. As noted in paragraph 7, all Agency vacancy notices received by the Office are circulated, and no application is withheld by the Career Service except as the applicant clearly lacks qualification for the position advertised.

12. Do you have established grievance procedures within your Career Service?

If so, please describe.

No. There are ample opportunities for communication, as described in paragraph 7. We do have, in OBGI, people with various kinds of grievances, some justified and some not. Most of them are well known. If there existed a feasible way to rectify the valid grievances, I would long ago have done so.

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